

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

DIRECTORATE OF RESEARCH

Leading Diverse Teams in the Department of Defense

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Three topics were discussed in combination in this paper: Teams, Team Leadership, and Diversity. The question that drove this report was “How should teams consisting of diverse individuals be led?” To this end, a review of the literature was carried out. In addition, a pilot study was conducted to examine the effects of personality diversity (as defined by the Five Factor Model of personality) on learning teams from the Equal Opportunity Advisor 98-2 class at the Defense Equal Opportunity Management Institute (DEOMI). Results of the literature review led to the conclusion that a new paradigm might be explored for managing diversity within organizations and within teams. Results of the pilot study confirmed the importance of personality characteristics as an element of diversity. Suggestions were made for practical actions to be taken on the basis of present knowledge and for research on as yet unanswered questions.

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